

STRATEGIC PLAN 2005-2009 INSTRUCTIONS

These instructions are provided to the various state agencies in order to prepare the Strategic Plans for the 2005-2009 planning period. To begin the process, budget analysts in the Office of Budget will start with the approved strategic plans from the 2003-2007 planning period and make necessary edits for a beginning working document for the 2005-2009 strategic plan. That will mainly involve some cosmetic changes to fonts, spacing and dates for consistency purposes and making the appropriate date and data configuration for the measures sections of the plans.

Once the original working documents are prepared, the Microsoft Word files will be sent to agencies for their proposed changes. The Track Changes function of Microsoft Word will be activated so the strategic plans submitted by agencies will be a markup of their existing plans. For the forty agencies with legislatively approved plans for the 2003-2007 planning period, changes will probably be minimal for everything except the quantifiers for the measures. There also may be some measures that the agency wants to change, add or delete.

Changes for the new group of Phase I agencies as specified in ACA §19-6-06(b)(3) as amended by Act 1463 of 2003 will probably be more extensive since measures were not included in the 2003-2007 plans for these agencies. Also some of the other elements of the plan for the first effort were probably a little rough and too broad in some cases. Given the experience with agencies that have gone completely through the strategic plan development process, agencies may use these plans as examples for the development of their 2005-2009 plans.

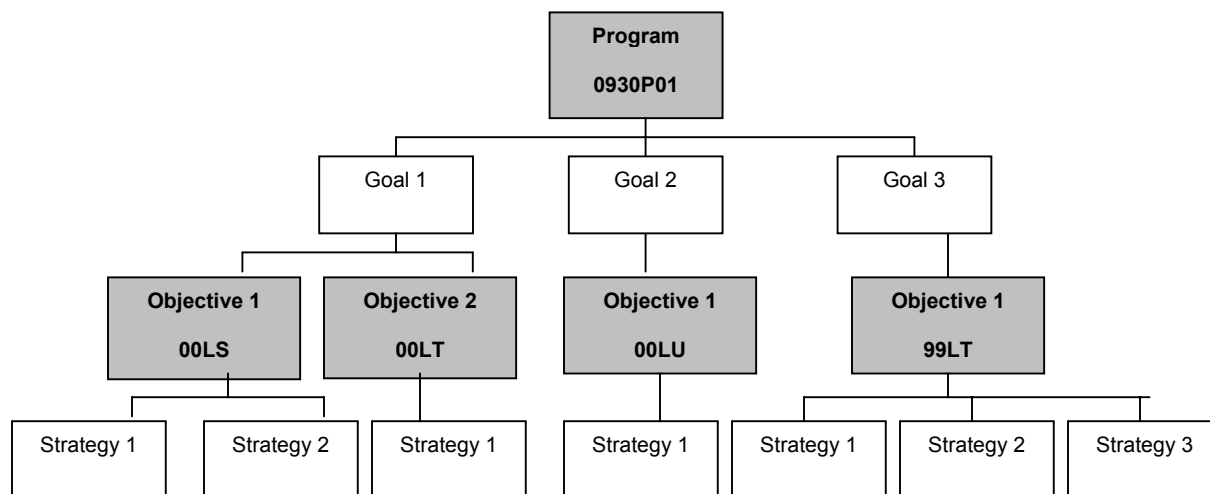
In an effort to spread the workflow of the process, agencies have been divided into three groups for which strategic plans are due to be completed and submitted to the DFA - Office of Budget. The strategic plans of agencies in Group 1 will be due July 31, 2003. Strategic Plans of Group 2 will be due August 31, 2003 and those in Group 3 will be due September 30, 2003. A schedule reflecting each group has been provided along with these instructions.

The DFA – Office of Budget has developed a Strategic Plan Development Guide that is intended to assist agencies in the process of developing the various elements of the strategic plan as required by ACA §19-4-606(b)(6). It includes information for assessing where the agency is in relation to its mission, the strengths and weaknesses of the agency, and the opportunities and goals that are anticipated.

Agency strategic plans establish the foundation for the Performance Budgeting and Accountability System. The integration of strategic plans, the annual operations plans of state agencies, and the day-to-day operations of the agencies will be accomplished by a Funds Center Hierarchical Structure. The Program defined in a strategic plan, will represent a funds center as authorized in an appropriation act for an agency and will be the top node of

the Funds Center Hierarchy. The Program will also represent the level at which control is exercised in the Funds Management (FM) module of the Arkansas Administrative Statewide Information System (AASIS). The other node of the hierarchy will be established for each objective, which will be the lowest level at which budget development and administration will be integrated.

The highlighted boxes in the diagram below illustrates for a Program and Objectives, the kind of funds center hierarchical structure that will be used for those agencies with appropriations authorized in a PBAS format for the 2003-2005 biennium. This structure should be carefully considered as the 2005-2009 plans are developed.



Previously, appropriations have been made payable from a single fund source. Under the new Performance Budgeting and Accountability System, a Program (Funds Center) can be funded from multiple fund sources. An agency's cost center will be assigned at the objective level of the funds center hierarchy. Agency's expenditures, annual operations plans, and biennial budget requests will be formulated at the objective level.

As the budget preparation module is developed, the DFA – Office of Budget will be working with agencies to establish the specific coding structures necessary for loading their budgetary information into the budget system. As indicated in the diagram, a funds center (appropriation) will represent a program. It will have a seven digit code. The first four digits will be the business area code and the last two digits will simply be the sequencing of the number of programs from 00 to 99. This represents the highest node of the hierarchy. Each objective will be represented by a four digit sub-funds center code. The Office of Budget has developed and assigned sub-funds center code ranges for each agency. Two sets of ranges are assigned each agency. One range is for treasury funds with the first two digits being numerical and the last two digits being alpha. The other range is for cash funds with the first two digits being alpha and the last two digits being numerical.

Each strategic plan is to cover a five-year period and shall consist of the following elements:

Agency Title Sheet

- (1) Enter the formal name of the Agency, Department, Board or Commission.
- (2) Enter the Functional Area to which the agency is assigned. The functional areas can be found in the Statewide Vision Statement included with these instructions. Your budget analyst can verify to which functional area your Plan has been assigned.

Approval Form

- (3) Enter the name of the Director of the Agency, Board, or Commission. The electronic submission of the strategic plan can simply contain the name of the Director on the Title Sheet, but a copy of the final plan with the Director's signature should be submitted to the DFA – Office of Budget.
- (4) Enter the name of the Board/Commission Chair, if applicable. The electronic submission of the strategic plan can simply reflect the name of the Board/Commission Chair on the Title Sheet, but a copy of the final plan with the Chairperson's signature should be submitted to the DFA – Office of Budget.

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- (5) Enter the name of the Agency, Board or Commission.
- (6) Enter the page number on which the Agency Mission Statement is located.
- (7) Enter the page number on which the Agency Goals are located.
- (8) Enter the name of each Program.
- (9) Enter the page number on which each Program Definition is located.
- (10) Enter the page number on which the Goals, Objectives and Strategies for each Program begin.
- (11) Enter the page number on which the Performance Measures for each Program are delineated.

Note: In the cross-referenced strategic plan Table of Contents, three programs are indicated. However, each agency should expand the number to match the number of programs they develop.

A Mission Statement and Goals for the State Agency

- (12) Enter the name of the Agency, Board or Commission.
- (13) This should be a concise statement of the organizational entity's purpose and reason for existence.
- (14) Goals are general statements of purpose of the entity that identify broad desired results.

A Listing of Programs and Program Definitions of the State Agency with Goals, Objectives and Strategies for each Program

- (15) Enter the name of the Agency, Board or Commission.
- (16) Enter the name of the Program.
- (17) Enter the Program Authorization (applicable section of the Arkansas Code, Agency Regulations, Executive Orders, Federal Laws, Federal Regulations, etc.).

- (18) Define the Program by describing the similar activities that are being grouped for consideration as an entity for budgeting, accounting and reporting purposes. The program will be the level at which an appropriation will be authorized in an agency's regular operations appropriation act.
- (19) Enter the Funds Center Code associated with the Program. (Note – this code will be a 7 digit code with the first four digits being the Business Area code and the last two digits being the sequential numbering of the agency's programs. e.g. 01,02 etc.)
- (20) Enter the number of the Agency Goal(s) addressed by the Program.
- (21) Enter each of the Funding Sources that provide support for the Program.
- (22) Enter the Goals for Each Program. Goals are general statements of purpose of the entity that identify broad desired results. Program goals are more narrowly focused than the goals of the agency.
- (23)
- (24) Enter the Objective(s) for each Goal. Objectives are statements that specify desired results that lead to the accomplishment of a Goal.
- (25) Enter the Sub Funds Center Code Associated with each Objective. This code will be a four digit code. The Office of Budget has developed and assigned sub-funds center code ranges for each agency. Two sets of ranges are assigned each agency. One range is for treasury funds with the first two digits being numerical and the last two digits being alpha. The other range is for cash funds with the first two digits being alpha and the last two digits being numerical..
- (26) Enter the Strategy(s) for each Objective. A Strategy is a narrative setting out the steps to be taken to accomplish the program's Objective(s).
- (27)

Measures for each Program with a description of the method and sources used to obtain the data for the measure.

- (28) Enter the name of the Agency, Board or Commission.
- (29) Enter the name of the Program.
- (30) Enter the Description of the Measure and indicate the Goal and Objective to which it is applicable. Measures are numerical sets of indicators used to assist the Executive and Legislative Branch in evaluating the level of success of a state agency and its programs. Measures can consist of individual or combinations of Effort, Output, Outcome, and Efficiency measures.
- (31) Briefly describe the method and source(s) used to obtain the data for the measure.
- (32) Specify for each year of the 5 year strategic plan the numerical value expected for each measure.

Upon completion of the strategic plan the agency should submit it to their budget analyst in the Office of Budget electronically for Executive review and eventual placement on the DFA – Office of Budget web page. The agency should also submit a complete hard copy with the signatures of the director and board chair as appropriate.

**PERFORMANCE BUDGETING AND ACCOUNTABILITY SYSTEM
STATE AGENCY STRATEGIC PLAN PREPARATION SCHEDULE
2005-2009**

Agency		Strategic Plan Due Date		
		31-Jul-03	31-Aug-03	30-Sep-03
0072	Board of Finance	X		
0080	Arkansas Game & Fish Commission			X
0090	State Highway & Transportation Department			X
0220	State Child Abuse & Neglect Prevention Board	X		
0229	Arkansas Fair Housing Commission	X		
0232	State Board of Election Commissioners	X		
0238	Arkansas Ethics Commission	X		
0241	Judicial Discipline and Disability Commission	X		
0250	Department of Rural Services	X		
0261	Arkansas Tobacco Control Board	X		
0264	Arkansas Workforce Investment Board	X		
0295	Arkansas Spinal Cord Commission	X		
0311	Disability Determination	X		
0318	Martin Luther King, Jr. Commission	X		
0319	Arkansas Minority Health Commission	X		
0323	Post Prison Transfer Board	X		
0324	Arkansas Public Defender Commission		X	
0327	Science & Technology Authority		X	
0328	Arkansas Sentencing Commission	X		
0332	Arkansas Code Revision Commission	X		
0334	Arkansas Tobacco Settlement Commission	X		
0336	Arkansas Transitional Employment Board	X		
0338	War Memorial Stadium Commission	X		
0341	Arkansas Waterways Commission	X		
0347	Student Loan Authority		X	
0350	Arkansas State Building Services		X	
0355	Arkansas Livestock & Poultry Commission			X
0360	Claims Commission	X		
0365	Disabled Veteran's Service Office	X		
0370	Arkansas Public Employee Retirement System	X		
0375	Arkansas Teacher Retirement System	X		
0380	Arkansas Veteran's Child Welfare Service	X		
0385	Department of Veteran Affairs	X		
0390	Worker's Compensation Commission		X	

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Agency		Strategic Plan Due Date		
		31-Jul-03	31-Aug-03	30-Sep-03
0395	Arkansas Development Finance Authority		X	
0402	Arkansas Department of Aeronautics		X	
0405	State Bank Department		X	
0410	State Securities Department		X	
0415	Arkansas Forestry Commission		X	
0420	Arkansas Geological Commission		X	
0425	State Insurance Department		X	
0430	Liquefied Petroleum Gas Board		X	
0440	Oil & Gas Commission		X	
0445	State Plant Board		X	
0450	Arkansas Public Service Commission		X	
0455	Soil & Water Conservation Commission		X	
0470	Department of Information Systems			X
0475	Office of Information Technology		X	
0480	Department of Correction			X
0485	Department of Community Correction			X
0490	Assessment Coordination Department		X	
0500	Department of Education			X
0510	Education - School for the Blind			X
0513	Education - School for the Deaf			X
0516	Education - Educational Television Commission			X
0519	Education - Arkansas State Library			X
0520	Arkansas Rehabilitation Services			X
0534	Crowley's Ridge Technical Institute		X	
0552	Northwest Technical Institute		X	
0582	Riverside Vo-Tech School		X	
0590	Department of Workforce Education			X
0610	Department of Finance and Administration - Administrative Services Division			X
0610	Department of Finance and Administration - Management Services Division			X
0611	DFA - Alcohol Beverage - Control Division			X
0612	DFA - Alcohol Beverage - Enforcement Division			X
0630	DFA - Revenue Services			X
0631	DFA - Revenue Services - Division of Racing			X
0634	DFA - Revenue - Office of Child Support Enforcement			X

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Agency		Strategic Plan Due Date		
		31-Jul-03	31-Aug-03	30-Sep-03
0645	Department of Health			X
0665	Health Services Permit Agency		X	
0700	Department of Higher Education			X
0710	Division of Youth Services of the Department of Human Services;			X
0710	Division of Children and Family Services of the Department of Human Services;			X
0710	Division of County Operations of the Department of Human Services;			X
0710	Division of Medical Services of the Department of Human Services;			X
0710	Department of Human Services - Administrative Services			X
0710	Department of Human Services - Child Care and Early Childhood Education			X
0710	Department of Human Services - Developmental Disabilities			X
0710	Department of Human Services - Mental Health Services			X
0790	Department of Economic Development			X
0800	Department of Labor			X
0810	Arkansas Employment Security Department			X
0865	Department of Arkansas Heritage			X
0900	Department of Parks & Tourism			X
0915	Department of Parks & Tourism - History Commission			X
0930	Arkansas Department of Environmental Quality			X
0950	Commission on Law Enforcement Standards & Training		X	
0955	State Crime Laboratory		X	
0960	Arkansas State Police			X
0975	State Military Department			X
0990	Arkansas Crime Information Center		X	
0995	Arkansas Department of Emergency Management		X	